

## Chapter Fourteen

# Plan Implementation

### Current Regulations

The City of Westminster has established various regulations to guide development in the City. These regulations determine the permitted land uses and densities of development, the process for development approval, management of stormwater runoff, design of water and sewer utility extensions, subdivision design, parking requirements, and landscaping requirements, all of which are applicable to development activity throughout Westminster. In addition, there are architectural design guidelines for the historic Central Business Zone in Downtown Westminster. Descriptions of each of these regulations and their level of effectiveness follow.

#### Zoning Ordinance

The Land Use and Development Code of Westminster, Maryland is the Zoning Ordinance for the City and is codified as Chapter 164 of the City Code. The Zoning Ordinance regulates the uses permitted on a parcel, as well as the size and setbacks required for a parcel and the height of structures permitted. The purpose of these regulations is to guide land uses to appropriate areas of the City and to provide for a development density that is compatible with adjoining land uses and the carrying capacity of the land. The commercial and industrial zoning districts are Business, Central Business, Central Commerce, Downtown Business, Restricted Industrial, General Industrial, and Planned Industrial.

#### Subdivision Regulations

The Subdivision Regulations and Site Plan Review procedures are included as part of the Zoning Ordinance. Subdivision of land must be completed as described in the Subdivision Regulations. Information provided by the applicants includes the location of proposed lots and streets; land to be reserved for public facilities; soil removal and grading; stormwater management; and existing streams and floodplains. Subdivision plats are reviewed by staff for conformance with applicable regulations and are then presented to the Westminster Planning and Zoning Commission for a decision.

#### Site Plan Review

Site Plan Review provides an opportunity for the City to review development proposed on individual parcels of land. The purpose of this review is to ensure that the proposed development meets design standards and complies with any applicable regulations. The applicant must provide information on existing and proposed streets, buildings, and topography/grading; setbacks and heights of buildings; signs; fencing and landscaping; off-street parking, loading, and walkways; and drainage. Site Plans are reviewed by staff and forwarded to the Planning and Zoning Commission and the Director of Planning and Public Works for a decision.

### Landscaping Requirements

Landscape reviews are completed in accordance with the City of Westminster Landscape Manual. The Landscape Manual is intended to provide for an enhanced physical environment and visual appearance through the planting of trees and other vegetation. The Landscape Plan must include information regarding the location and species of existing and proposed plants, measures for protecting existing plants, and the number of plants required and provided. Landscape Plans are included with subdivision plats and drawings and with site plans.

### Architectural Design Standards/Standards for Renovation

Architectural design guidelines, known as "Standards for Renovations," were initially adopted in 1978 and currently apply to the portion of Main Street zoned Central Business, generally located between Anchor Street and Longwell Avenue. The purpose of the guidelines is to maintain the historic appearance of downtown Westminster, which is a significant draw for both regular customers and visitors to the area. Projects are currently reviewed for compliance with the design guidelines by staff, and a design guidelines committee makes a decision on each project.

### **Issues and Concerns with the Zoning Ordinance**

There are several minor issues with respect to the effectiveness of land use, dimensional requirements, and the extent of the zoning districts in the Zoning Ordinance. The Zoning Ordinance generally provides for the separation of incompatible land uses; however, certain residential uses are permitted in the Business Zone and the Planned Regional Shopping Center Zone. These two zoning districts are often characterized by heavy and fast-moving automobile traffic. Residential uses may not be appropriate within this environment. In addition, residential uses may not represent the highest and best use of land zoned Business or Planned Regional Shopping Center zones, leading to commercial uses intruding upon other zoning classifications, such as industrial zones, to meet market demand.

The dimensional requirements of some zones may not achieve the intended design and intensity of development. For example, the R-7,500 zone is located primarily in the older sections of Westminster where houses were constructed with setbacks and lot sizes much smaller than is permitted by the ordinance. As a result, redevelopment or subdivision of these lots, while in keeping with the neighborhood, requires a property owner to seek relief in the form of an administrative adjustment. Alternatively, the owner may disrupt the existing character of the neighborhood in an attempt to follow the regulations. Providing dimensional requirements for development that would result in a layout similar to existing buildings would in turn provide a continuous building line that is appropriate to the neighborhood and attractive to pedestrians.

An issue regarding land use is the lack of a zone specifically reserving land for townhouse and multi-family development. An insufficient amount of land available for these residential uses may lead to a shortage of affordable housing, the conversion of single-family homes to apartments, and an increased burden on the transportation network as the overall density of the city drops. The creation of a zoning district specifically for townhouses,

condominiums, and apartments would address these issues and preserve parcels most suited for these more intense residential uses. In addition, the aggregate quality of affordable housing would improve as new structures take advantage of advancements in construction materials and practices.

There are three zoning districts in which the effectiveness of regulation is impacted by the geographic extent of the zone. The Mixed Use Infill Zone, recently added to the Zoning Ordinance, is not yet represented on the Zoning Map. Parcels suitable for rezoning to the MUI Zone have been identified and are shown on Figure 8.2 in the Land Use chapter. Development of these properties under the provisions of the MUI Zone would involve a vertical mix of uses, utilize design elements compatible with existing development, and provide additional multi-family residential opportunities. The reclassification of these properties to the MUI Zone should be studied further to determine the optimal timing of redevelopment along the MD Route 27 corridor.

The Historic District Zone is an overlay zone that provides for the preservation of important architectural features. Inclusion in the Historic District Zone is voluntary, and thus far only two properties are subject to the provisions of the zone. Designation of a contiguous and more comprehensive Historic District Zone would provide more effective protection of historic architecture.

Although the regulations for the Agricultural-Residential Zone are included in the zoning text, there is no Agricultural-Residential Zone shown on the Zoning Map. Furthermore, the entire city is planned to be served by public water and sewer, which is not typically extended to lots of the required five acres in size. A determination should be made as to the appropriateness of this zone in the City of Westminster corporate limits, and consideration should be given to the continued inclusion or elimination of the Agricultural-Residential Zone in the Zoning Ordinance.

## **ENVIRONMENTAL RESOURCES (CHAPTER 2)**

### **Goal 1: Protect and maintain the environmental resources in the County and municipalities.**

Objectives and recommended actions:

1. Maintain and enhance water quality in streams, groundwater, wetlands, and reservoirs.
  - a. Where no vegetation exists around streams, wellheads, wetlands, and reservoirs, require buffer plantings to protect water from development.
  - b. Disturbance to natural vegetation within stream buffers including tree removal, shrub removal, clearing, burning, or grubbing should

- be discouraged unless necessary for utilities or other public purposes.
  - c. Require new development to incorporate stormwater management facilities that reduce heavy runoff, minimize pollutants entering local streams, and are consistent with protection of the designated water use as defined in COMAR 26.08.02.
  - d. Analyze the nutrient loadings and quality of streams to determine the need for stream restoration.
  - e. Consider the adoption of a water resources management ordinance.
2. Maintain and enhance water quantity in groundwater aquifers and reservoirs.
- a. Require wellhead buffers and reservoir buffers to protect water supplies from development.
  - b. Continue monitoring of the public water supply, utilizing new technology as it becomes available.
  - c. Consider the adoption of a water resources management ordinance.
  - d. Encourage water conservation.
3. Preserve where possible and improve wildlife corridors, identified habitats of threatened and endangered species, and contiguous forested areas.
- a. Preserve existing forested areas as much as practical.
  - b. When existing forest must be removed, require reforestation or afforestation that will most benefit natural habitats.
  - c. Require submission of a written Environmental Assessment for any development proposal within or adjacent to identified threatened or endangered species habitat.
  - d. Coordinate the protection of any identified threatened and endangered species habitat with the Maryland Wildlife and Heritage Service of the Department of Natural Resources.

4. Identify the location of environmental resource areas in order to improve their protection.
  - a. Use Maryland's Technology Toolbox as a source for environmental resource mapping.
  - b. Inventory and map environmental resources that are not included in the Technology Toolbox.
  - c. Coordinate with County staff to utilize existing mapping to reduce cost and provide more accurate information to each jurisdiction.

**Goal 2: Reduce the adverse effects of development on environmental resources.**

Objectives:

1. Adopt and implement creative, flexible, and streamlined development regulations that are sensitive to the natural environment.
  - a. Identify locations where a Planned Development and its associated open space could be used to protect environmental resources.
  - b. Streamline the rezoning process for Planned Developments.
  - c. Review the Planned Development Zoning to determine whether there is sufficient flexibility in the area and setback requirements for the zoning district.
2. Integrate best management practices and appropriate mitigation measures where sensitive environmental areas cannot be avoided during the land planning and development process.
  - a. Revise Subdivision and Site Plan Regulations as appropriate to achieve this objective.
  - b. Encourage the use of innovative mitigation measures when sensitive environmental areas cannot be avoided.
  - c. Review the manual for construction of roads to consider if changes should be made to better protect environmental resources.

3. Protect streams and their buffers, minimize flood hazards, provide open space, and provide protection for other environmental resource areas through creative site design.
  - a. Develop design guidelines that will achieve this objective.
  - b. Complete the actions that address the protection of water resources and encourage the use of the City's Planned Development Zone.
4. Adopt and implement innovative environmental resource design guidelines.
  - a. Research existing environmental resource design guidelines used by other communities before developing draft guidelines.
  - b. Consider the environmental resources that are located in the Community Planning Area on sites with annexation potential so that protection measures are considered during review of any annexation petitions.
  - c. Prohibit new development on steep slopes (greater than 25 percent) unless it can be demonstrated that the stability of the slope will not be adversely affected and that adverse environmental impacts will be mitigated.
  - d. Prohibit new development on slopes greater than 15 percent if highly erodible soils are also present, unless it can be demonstrated that the stability of the slope will not be adversely affected and that adverse environmental impacts will be mitigated.
5. Assure the quality and quantity of community groundwater supplies through wellhead protection measures.
  - a. Complete the actions that address the protection of water resources.
  - b. Extend protection measures to planned wellheads.
6. Coordinate with the County to limit development near surface municipal water supplies.

- a. Provide incentives to property owners with developable land near surface municipal water supplies to ensure development does not occur within an acceptable area.
- b. Discuss the rezoning of key parcels near surface municipal water supplies with appropriate agencies to ensure the supply is not compromised by development.

**Goal 3: Coordinate efforts between the County and municipalities to protect environmental resources.**

Objectives:

- 1. Develop and implement a coordinated natural resource protection strategy.
  - a. Participate in initiatives that would achieve this objective.
  - b. Coordinate with the County when considering the adoption of environmental resource regulations or guidelines.
- 2. Standardize protective measures between the jurisdictions to ensure uniform protection.
  - a. Participate in initiatives that would achieve this objective.
  - b. Coordinate with the County when considering the adoption of environmental resource regulations or guidelines.
- 3. Develop a uniform regulatory and streamlined review process.
  - a. Participate in initiatives that would achieve this objective.
  - b. Coordinate with the County when considering the adoption of environmental resource regulations or guidelines.

## HOUSING (CHAPTER 4)

### **Goal 1: Provide adequate housing for residents of Westminster.**

(Also see Goal 2 in *Chapter 8, Land Use*.)

Objectives and recommended actions:

1. Provide a sufficient quantity of safe, sanitary, adequate, and affordable housing.
  - a. Enforce the Liveability Code as described in Goal 4, herein.
  - b. Complete the actions which address affordable housing.
2. Support the Fair Housing Act, which states that neither race, color, national origin, religion, sex, familial status, or handicap should prevent any person from residing anywhere in the Westminster area.
  - a. Strictly enforce the Fair Housing Act.
  - b. Educate tenants regarding the applicability of the Fair Housing Act.
3. Encourage the continuation of the availability of a diversity of housing types, both City-wide and in individual neighborhoods.
  - a. Streamline the process for the approval of Planned Development applications.
  - b. Support and encourage developments offering mix of residential uses.
  - c. Provide opportunities for the construction of compatible infill within the older parts of Westminster and the development of neotraditional type neighborhoods on vacant land.
  - d. Include language in the residential zoning districts which specifically addresses accessory apartments and the conversion of accessory buildings to dwelling units.
  - e. Develop design guidelines for townhouses and single-family detached houses, such as varying setbacks between adjacent units, as well as variation in architectural treatment, in order to

address concerns regarding compatibility within or adjacent to existing neighborhoods.

**Goal 2: Provide adequate shelter for the City's homeless population.**

Objectives and recommended actions:

1. Provide adequate cold weather shelter for the City's homeless population.
  - a. Monitor the use of the existing cold weather shelter, so that the need for expansion or additional shelters can be anticipated.
  - b. Identify potential locations for additional cold weather shelters.
2. Improve and enlarge the Shelter for Intact Families.
  - a. Provide additional play space for children at the Shelter for Intact Families.
  - b. Expand the capacity of the Shelter for Intact Families.
3. Develop transitional housing programs for people who need assistance in securing permanent housing.
  - a. Identify the necessary facilities for a transitional housing program.
  - b. Identify suitable locations for transitional housing.

**Goal 3: Provide a full diversity of affordable housing choices.**  
(Also see Goal 2 in *Chapter 8, Land Use*.)

Objectives and recommended actions:

1. Encourage new multi-family housing with affordable rents.
  - a. Identify opportunities for tax-exempt bond financing.
  - b. Encourage developers to devote 20 to 50 percent of rental units for use by lower income persons.
  - c. Allow density bonuses for providing lower income units.
  - d. Create a multi-family zoning district in the zoning text.

- e. Identify sites to zone for multi-family development which are close to existing community services.
- 2. Seek opportunities for homeownership among low and moderate income households.
  - a. Use Community Development Block Grant funds for write down of land or infrastructure cost for developments which allow for a minimum 20 percent lower income occupancy.
  - b. Allow density bonuses for providing lower income units.
- 3. Promote development which does not segregate housing for low to moderate income families into enclaves.
  - a. Streamline the process for the approval of Planned Development applications, which include development offering a mix of residential uses and a variety of housing types.
- 4. Provide affordable housing that meets the special needs of the low and moderate income, elderly residents of Westminster.
  - a. Encourage developers to devote 20 to 50 percent of senior rental units for use by lower income persons.
  - b. Allow density bonuses for providing lower income units.

**Goal 4: Require that all residential buildings and properties in Westminster are properly maintained.**

(Similar to Goal 4 in *Chapter 5, Economic Development*.)

Objectives and recommended actions:

- 1. Inform property owners about the availability of local, state, and federal programs for the improvement of property.
  - a. Develop informational materials about property improvement programs, and distribute materials directly to residential property owners.
  - b. Sponsor information sessions regarding programs for the improvement of property.

2. Promote tax incentives programs for the rehabilitation of historic properties.
  - a. Develop informational materials about Federal, State and Local tax incentive programs and distribute materials directly to historic property owners.
  - b. Sponsor information sessions regarding tax incentive programs.
3. Create a Nuisance Abatement Ordinance to Ensure Problem Houses are in compliance with City Codes.
  - a. Cooperate with local law enforcement agencies to identify "Nuisance" Properties.
  - b. Create a system that encourages owners of "Nuisance" properties to abate further problems.
5. Use the City's ability to secure or improve uninhabitable abandoned structures with significant historic value, rather than allowing these structures to be demolished.
  - a. Monitor the condition and occupancy of at risk buildings with significant historic value.
  - b. Develop public-private partnerships as appropriate in order to preserve important structures.

## **ECONOMIC DEVELOPMENT (CHAPTER 5)**

### **Goal 1: Expand and enhance conveniently accessible commercial and industrial development.**

Objectives and recommended actions:

1. Continue to support the creation of neighborhood commercial districts for the suburban neighborhoods of Westminster, which are designed to serve residents within one mile or less.
  - a. Designate land on the Comprehensive Land Use Map to encourage Neighborhood Commercial development where appropriate.
2. Provide for the continued expansion of industrial land in the corporate limits.
  - a. Coordinate with appropriate agencies to ensure orderly growth of industrially zoned land within the City.
  - b. Ensure inappropriate business uses do not locate within industrially zoned land.
  - c. Extend necessary infrastructure to industrial lands when appropriate.
  - d. Provide a transportation network that will support an increase in industrial uses. In particular, work with SHA and private developers to expand capacity to MD Route 97 and MD Route 140.
3. Encourage the expansion of retail, entertainment, and mixed-use development in Downtown Westminster.
  - a. Rezone properties that are designated within the Mixed Use Infill Zone.
  - b. Offer financial incentives to existing and/or new businesses to expand or renovate existing structures.
4. Support the expansion and development of the Carroll County Regional Airport as well as its marketing efforts.
  - a. Coordinate with appropriate Carroll County Agencies to ensure greater use of the airport facility.

**Goal 2: Support the retention and expansion of existing businesses while exploring opportunities for new business development.**

Objectives and recommended actions:

1. Ensure that adequate public facilities are available.
  - a. Fully fund projects either publicly or privately projects that are designated in the Carroll County Master Plan for Water and Sewerage, City of Westminster Capital Improvement Program and other applicable documents.
2. Streamline regulations and development review processes that negatively impact business uses and the timeliness of development.
  - a. Modify City's development regulations where appropriate.
3. Recruit and locate new businesses that will enhance the City of Westminster.
  - a. Encourage the provision of training for business "start-ups" and management.
  - b. Cultivate strong consumer support for businesses through targeted marketing and promotional events.
4. Coordinate and support the efforts of economic development, local business, and tourism organizations to assure a strong, unified approach to improving the economic base.
  - a. Participate in the meetings of local business organizations as appropriate.
  - b. Provide technical support to local business organizations as appropriate.
  - c. Facilitate improved communications between local business organizations and various economic development agencies.

**Goal 3: Ensure diversity in employment opportunities and in the availability of services and commodities.**

Objectives and recommended actions:

1. Encourage a balance of employment sectors to locate in the Westminster area that provide employment opportunities.
2. Encourage the location of businesses in Westminster that expand the range of services and commodities available.
3. Encourage a mix of high-quality housing and business types necessary for an active 18-hour Downtown Westminster.
  - a. Rezone key parcels to encourage greater mixed use development opportunities.
  - b. Declare certain key City owned property as surplus for private development opportunities.
4. Encourage the local colleges to continue to provide support and training networks for key industries in Westminster and Carroll County.
5. Implement the Declaration of Understanding that was executed between the City of Westminster, Maryland and Paide, Estonia.
  - a. Continue the exchange of key industries from Westminster and Paide.
  - b. Expand the availability of goods and services from Westminster to Paide.

**Goal 4: Strengthen and expand the existing tourism industry in Westminster.**

Objectives and recommended actions:

1. Define and expand Westminster's destination in the travel marketplace.
  - a. Nationally market Westminster's key assets.
  - b. Internationally promote the Westminster, Maryland-Paide, Estonia Partner City Program.
2. Increase length of stay and spending of visitors to the Westminster area.

3. Support the various museums, recreation areas, and cultural attractions that contribute to the economic vitality of the Westminster area.

**Goal 5: Improve access to commercial, industrial, and tourism areas.**

Objectives and recommended actions:

1. Develop gateway and way-finding signage to commercial, industrial, and tourism areas in order to facilitate the ease of movement throughout Westminster.
2. Improve pedestrian access and circulation in Downtown Westminster.
3. Provide pedestrian circulation and bicycle access within and between adjacent commercial and industrial sites in the Maryland Route 97 and 140 Corridors.
4. Improve vehicular flow in Downtown Westminster.
5. Expand, enhance, and improve the vehicular capacity and level of service along Maryland Routes 97 and 140.
6. Ensure that sufficient parking is available in Downtown Westminster.
  - a. Offer financial incentives to ensure short-term business patrons have adequate space to conveniently shop in downtown Westminster.
7. Consider the implementation of shuttle service among these areas.

**Goal 6: Encourage all commercial and industrial buildings and properties in Westminster to be properly maintained.**

Objectives and recommended actions:

1. Inform business and property owners about the availability of local, state, and federal programs that provide assistance for building renovations.
2. Promote tax incentive programs for the rehabilitation of historic properties.
3. Develop local incentive programs for rehabilitation projects.

4. Use the City's ability to secure or improve uninhabitable abandoned structures with significant historic value, rather than allowing these structures to be demolished.
6. Enforce property maintenance and nuisance laws impacting commercial and industrial properties, particularly in regard to visual blight as well as solid waste and litter, if needed.

## **TOURISM (CHAPTER 6)**

### **Goal 1: Expand the availability of attractions and events in Westminster.**

Objectives and recommended actions:

1. Enhance and/or develop existing attractions, events and historic resources.
  - a. Promote the interpretive quarry park and recently reconstructed Fenby Farm Lime Kilns.
  - b. Continue to coordinate events that draw attention to Westminster, particularly the downtown area.
  - c. Support McDaniel College as the permanent location of the Baltimore Ravens summer training camp and encourage promotional events and activities.
2. Support and endorse the certification of the Civil War Heritage Area.
  - a. Coordinate this effort with appropriate agencies in the tri-county area.

### **Goal 2: Enhance the marketing for attractions and events.**

Objectives and recommended actions:

1. Continue to explore opportunities for increasing the advertisement and availability of tourist information, including through the internet.
  - a. Frequently update the section of the City of Westminster's home page that announces attractions and upcoming events.

- b. Pursue additional locations for advertising events, such as the Westminster Branch of the Carroll County Public Library and local hotels.
  - c. Frequently update the information kiosks downtown.
  - d. Pursue the inclusion of a Westminster area historic itinerary tour on the home page of the National Park Service.
  - e. Support and encourage the development and publication of brochures and other materials necessary to effectively market Westminster.
- 2. Further the 'town-gown' relationship to orient McDaniel College students and guests to the resources of Westminster.
  - a. Provide information to the college community regarding attractions and events.
  - b. Encourage local business organizations to provide orientation tours to familiarize new students with Downtown Westminster.
  - c. Support the establishment of a downtown discount card program for McDaniel College students.
- 3. Continue the coordination of marketing activities with the Carroll County Office of Tourism.
  - a. Supply the Visitor's Center with brochures for upcoming events.
  - b. Coordinate with Carroll County Tourism staff to advertise key events at the Maryland Welcome Centers.

**Goal 3: Provide a pleasant experience to visitors and new residents.**

- 1. Ensure that informational material and maps are current and easy to obtain.
  - a. Develop easy to understand and accurate brochures and rack cards to advertise events.
  - b. Provide welcome packets to new Westminster residents, which could include maps, a business directory, and other information.

- c. Ensure that the City's web page is updated frequently with events and other pertinent information.
- 2. Provide good signage to attractions, events, and parking.
  - a. Develop a comprehensive and uniform directional sign package leading to parking areas and major attractions downtown.
  - b. Consider the use of variable message boards on major highways to provide information to visitors.
- 3. Ensure easy access to the traveler's destination, including vehicular and pedestrian access and the availability of parking and transit.
  - a. Direct visitors to use major routes when traveling to points in Westminster.
  - b. Assign additional police officers, as necessary, to monitor traffic control and safety during special events.
  - c. Provide shuttles to remote parking areas when necessary.
  - d. Support the development of alternative transit modes in the downtown area.
- 4. Encourage the availability of sufficient overnight accommodations in the Westminster area.
  - a. Determine the level of need for additional overnight accommodations.
  - b. Recruit additional hotels to the Westminster area if a need is demonstrated.
- 5. Inform businesses of special events and/or projects, so that managers can adjust staffing accordingly.
  - a. Provide information regarding the name, location, and time of the event or project, the number of visitors expected, and other pertinent information.
  - b. Coordinate the dissemination of information with the local business associations.

## **NEIGHBORHOOD REVITALIZATION AND HISTORIC RESOURCES (CHAPTER 7)**

### **Goal 1: Require that all buildings and properties in Westminster are properly maintained.**

Objectives and recommended actions:

1. Inform property owners about the availability of local, state, and federal programs for the improvement of property.
  - a. Develop informational materials about property improvement programs, and distribute materials directly to property owners.
  - b. Sponsor information sessions and workshops regarding programs for the improvement of property.
2. Promote tax incentives programs for the rehabilitation of historic properties.
  - a. Continue to offer and refine local incentive programs for rehabilitation projects.
  - b. Continue to distribute information about the tax credits to new owners of historic properties in Westminster.
  - c. Sponsor information sessions regarding tax incentive programs.
  - d. Study the feasibility of extending the tax credit to County tax liability.
3. Consider use of the City's ability to secure or improve uninhabitable abandoned structures with significant historic value, rather than allowing these structures to be demolished.
  - a. Monitor the condition and occupancy of "at-risk" buildings with significant historic value.
  - b. Develop public-private partnerships as appropriate in order to preserve important structures

**Goal 2: Encourage the preservation of historic resources.**

Objectives and recommended actions:

1. Educate property owners regarding the architectural and historical significance of their properties.
  - a. Organize workshops regarding the history and architecture of Westminster.
  - b. Support the coordination of historical house and business tours.
2. Maintain an accurate assessment of the condition of Westminster's historic fabric.
  - a. Re-survey the City's National Register District and state-listed properties, noting alterations, demolitions to historic properties not presently included in the District.
  - b. Submit applications for historically valuable properties not presently in the National Register District for consideration of inclusion in both state and federal registries by the Maryland Historical Trust.
  - c. Consider the development of a 'preservation plan' for Westminster that would focus the interpretation of historic fabric within the City.
3. Protect historic resources during development and renovation projects.
  - a. Revise development regulations to require that the protection of historic resources be evaluated during the review process.
  - b. Market the benefits of the Local Historic District to property owners.
  - c. Ensure that historically valuable structures scheduled to be demolished are archived in accordance with the standards prescribed by the City.

## **LAND USE (CHAPTER 8)**

### **Goal 1: Ensure compatibility of adjacent land uses.**

Objectives and recommended actions:

1. Address compatibility between adjacent residential and commercial or industrial uses.
  - a. Ensure conformance of commercial development near residential areas with the design guidelines of the Neighborhood Commercial Zone and other applicable design review procedures.
  - b. Continue efforts in Downtown Westminster that address the appearance of this commercial area and improve access for pedestrians from nearby neighborhoods.
  - c. Ensure sufficient buffers between commercial or industrial uses and adjacent residential areas.
2. Infill development along MD Route 27 and Main Street should be compatible with downtown redevelopment efforts and plans.
  - a. Rezone appropriate parcels to the Mixed Use Infill Zone.
  - b. Ensure consistent and contiguous pedestrian and bicycle access along MD Route 27.
  - c. Consider the addition of on-street parking along MD Route 27.
  - d. Relocate overhead utilities to the rear of properties where possible.
  - e. Work with developers to determine and construct improvements to MD 27 that would be needed to accommodate infill development.
3. Ensure protection of sensitive environmental areas.
  - a. Complete the actions for Chapter 2, Environmental Resources, which addresses the protection of sensitive environmental features.

**Goal 2: Allow for a full range of residential uses.**

Objectives and recommended actions:

1. Allow a mix of residential unit types in Westminster neighborhoods.
  - a. Review regulations, development review processes, and staff procedures to determine whether it is appropriate to streamline the process for approval of Planned Development applications.
  - b. Support and encourage development offering a mix of housing types, including mixed-use development that provides easy access to downtown amenities.
  - c. Provide opportunities for the construction of compatible infill within the older parts of Westminster and the development of “neo-traditional” type neighborhoods on vacant land.
  - d. Refine language in the residential zoning districts that specifically address accessory apartments and the conversion of accessory buildings to dwelling units.
  - e. Encourage use of the Cluster Subdivision Ordinance.
  - f. Develop design guidelines for townhouses and single-family detached houses, such as varying setbacks between adjacent units, as well as variation in architectural treatment, in order to address concerns regarding compatibility within or adjacent to existing neighborhoods.
2. Ensure the availability of quality single-family attached and multi-family housing units.
  - a. Consider the creation of a zone exclusively for townhouse and/or multi-family development.
  - b. Identify appropriate sites to zone for single-family attached and multi-family development that would be compatible with existing development and would not overburden public facilities.
  - c. Consider the adoption of design guidelines for multi-family housing developments.

**Goal 3: Provide a sustainable balance of new commercial, industrial, and residential land to meet existing and future demand.**

Objectives and recommended actions:

1. Expand the corporate limits where appropriate to accommodate projected residential growth and provide needed jobs and services in the City.
  - a. Coordinate with the County to identify parcels that are appropriate for annexation as industrial or commercial land.
  - b. Extend water and sewer service to annexed lands when appropriate.
2. Ensure that expansions of the corporate boundary do not impose an undue burden on the City's public facilities and infrastructure.
  - a. Review potential annexations for adequate public facilities and roads.
  - b. Ensure that annexation occurs in-step with the need projected by future demand.

**TRANSPORTATION (CHAPTER 9)**

**Goal 1: Increase safety for all modes of transportation.**

Objectives and recommended actions:

1. Improve pedestrian and bicycle safety through the construction of appropriate facilities and an educational program on their use.
  - a. Provide and maintain crosswalks in areas of high pedestrian traffic, especially in the downtown area and other activity centers.
  - b. Address special safety concerns at problem intersections through the adoption of regulations and/or facility improvements.
  - c. Place right-turn-on-red restrictions in the downtown area where there is significant pedestrian activity or where the buildings, because of limited setbacks, obscure sight distances.

- d. Construct missing links in the Westminster sidewalk system.
  - e. Encourage the county and/or the Maryland State Highway Administration to construct sidewalks in developed areas on the outskirts of Westminster.
  - f. Encourage the County to require sidewalk construction as a part of all new development in the Westminster Community Planning Area.
  - g. Mitigate pedestrian barriers such as Maryland MD 140 by providing safe pedestrian and bicycle crossing locations.
  - h. Develop an instructional program for discussing pedestrian and bicycle safety in local schools and in the Drivers Education curriculum.
  - i. Develop, sign, mark, and publicize a detailed pedestrian and bicycle route structure within the City of Westminster and the Westminster Community Planning Area.
  - j. Include pedestrian and bicycle educational programs each year as part of Alternative Transportation Week.
  - k. Develop a Walk Westminster brochure to assist in the education process and encourage pedestrian travel.
  - l. Designate bicycle lanes and develop bicycle routes to connect activity centers.
  - m. Continue the development of Greenways.
2. Improve the safety of vehicular travel.
- a. Support strict enforcement of all traffic laws, especially those relating to drug and alcohol use.
  - b. Construct additional facilities or improvements as needed to improve safety at candidate safety improvement locations.
  - c. Coordinate traffic signals along major roads to reduce the impatience factor in drivers, increase roadway capacity, and reduce fuel consumption and air emissions.

- d. Seek the passage of State legislation to authorize the County to utilize Red Light Running Camera technology and establish a safety program with which the City could be a participant.
- e. Provide for the separation of truck and vehicular traffic where appropriate and possible. In particular, evaluate the feasibility for restrictions on through truck traffic in downtown Westminster, and determine an alternate route for truck traffic that uses Maryland MD 27.
- f. Require inter-parcel connections on subdivision roads.
- g. Request that the Maryland State Highway Administration extend the Maryland 140 access control study north to the juncture of the proposed Maryland 140 Bypass with existing Maryland 140.

**Goal 2: Improve and maintain the existing transportation infrastructure.**

Objectives and recommended actions:

- 1. Propose and pursue the construction of new facilities where they are warranted by traffic volumes and/or safety issues.
  - a. Continue to review transportation infrastructure projects for inclusion in the City's Capital Improvements Program.
  - b. Work with Carroll County and the Maryland State Highway Administration (SHA) to define needed improvements.
  - c. Coordinate construction with Carroll County and SHA as appropriate.
  - d. Pursue construction of the proposed major streets shown on the Comprehensive Plan Land Use Map and described in the *Transportation* chapter through public and/or private funding.
  - e. Support construction of the roads delineated in the Westminster and Environs Transportation Plan.
  - f. Provide direction for which improvements to MD 140 are most appropriate at the intersections of Malcolm Drive, Center Street and Englar Road.

- g. Pursue an aggressive access control policy in the MD 140 corridor through the development review process.
  - h. Limit access to Maryland Routes 27, 31, 32, and 97, in a manner similar to the access plan prepared for Maryland MD 140 by the State Highway Administration.
  - i. Support and when available, privately fund the necessary improvements to Maryland MD 97(N) so that this roadway will continue to function properly.
  - j. Add a short left turn phase to the signal at Longwell Avenue and Main Street to facilitate turning movements from eastbound Main Street to northbound Longwell Avenue.
  - k. Reconfigure the intersection of John and Carroll Streets with Englar Road to make the John Street/Englar Road connection the through movement. Evaluate the need for a left turn arrow from southbound John Street to eastbound Main Street to accommodate the resulting increase in traffic flow along this route.
  - l. Consider improvements and study alternatives for improving the intersection of West Main and Carroll Streets.
  - m. Reconfigure the alignment of Tuc Road and Longwell Avenue to avoid conflicts with school children and vehicles.
- 2. Provide maintenance of the road network.
  - a. Continue to review transportation infrastructure maintenance projects for inclusion in the City's Capital Improvements Program.
  - b. Continue to fund the street overlay program in the City's Capital Improvements Program for the regular maintenance of the City's streets and roads.
- 3. Enhance the appearance of transportation infrastructure.
  - a. Continue the City's street tree planting program.
  - b. Develop a set of sign guidelines for implementation in the City and the Community Planning Area. Coordinate this effort with SHA and the Carroll County Department of Planning.

- c. Continue to apply regulations and standards to reduce sign clutter consistently along all streets and roadways.
  - d. Coordinate with Carroll County to provide for a consistent development pattern along Maryland MD 140 in the Westminster area.
  - e. Encourage the redevelopment of MD 27 to create a primary "Gateway" to downtown Westminster.
- 4. Explore additional uses for Intelligent Transportation Systems (ITS).
  - a. Educate local agencies regarding the uses of ITS.
  - b. Maintain the new interconnected signal system along Maryland 140 and include, as part of the system, additional signals as they are installed at either end.
  - c. Coordinate with SHA and Carroll County to implement ITS projects in the Westminster Community Planning Area.

**Goal 3: Support alternate modes of transportation in order to reduce vehicle trips.**

Objectives and recommended actions:

- 1. Encourage additional opportunities for alternate modes of transportation for residents traveling within the City and the Community Planning Area.
  - a. Encourage commuters to carpool and vanpool.
  - b. Provide information on the Carroll County commuter assistance service.
  - c. Coordinate with the State and County for the development of Park-and-Ride lots.
  - d. Study opportunities for providing alternate modes of transportation for commuters.
  - e. Explore services which will reduce the number of single occupancy vehicles on the roads.

- f. Complete the actions which address pedestrian and bicycle safety.
  - h. Study further the establishment of a Greater Westminster Area Transit Service as recommended by the MD 27 Gateway Plan and the Lower Pennsylvania Avenue Task Force.
- 2. Support alternative modes of transportation for use by the business community.
  - a. Development in the vicinity of the airport should be compatible with flight patterns and noise zones.
  - b. Pursue the development of a railroad spur to the airport industrial area.
  - c. Support efforts to increase the use of the area's rail system.
- 3. Consider the establishment of an intermodal transit center in the downtown area.
  - a. Study a possible local shuttle route connecting the downtown to shopping and employment opportunities on the City's outskirts as recommended by the Lower Pennsylvania Avenue Task Force.
  - b. Study the feasibility of locating a transfer station in the downtown area that would link auto, pedestrian, and shuttle travel as recommended by the MD 27 Gateway Corridor Study.
  - c. Consider existing transit services, such as CATS, for operation of a local shuttle route.

**Goal 4: Reduce the need for long commuter trips in and around Westminster.**

- 1. Encourage the use of telecommunications to reduce commuter traffic.
  - a. Work with the Baltimore Metropolitan Council, the Carroll County Department of Economic Development, and the Carroll County Department of Planning to establish a telecommuting center in Westminster.
  - b. Clarify language in the Zoning Ordinance to address the home offices of telecommuters.

2. Increase employment opportunities in a variety of employment sectors in the Westminster area.

## **WATER AND SEWER (CHAPTER 10)**

**Goal 1: Establish optimal and cost-effective facilities that will be available at the time of development.**

Recommended actions:

- a. Continue to provide for the future public water and sewer systems by including projects in the Capital Improvements Program.
- b. Monitor the available capacity of the water supply and sewage treatment plant so that expansions can be timed as needed.

**Goal 2: Achieve planned densities adopted in the County Master Plan, as reflected in the individual Comprehensive Plans for each of the community planning areas, through the establishment or extension of public water and sewerage systems.**

Recommended actions:

- a. Address extensions of the public water and sewerage systems through a comprehensive review during the triennial update of the *Carroll County Water and Sewerage Master Plan*.
- b. Consider the timing and location of development when reviewing the water and sewer systems for expansion.

**Goal 3: Manage the County's water resources to maintain, and where possible improve, water quality and quantity.**

Recommended actions:

- a. Complete the actions for *Chapter 2, Environmental Resources*, which address the protection of water resources.

- b. Secure funding through the Maryland Water Quality Revolving Loan Fund to construct a new Water Treatment Plant using Membrane Filtration Technology.

**Goal 4: Identify and permit new water supplies. Where possible, ensure that new development explores new water sources and provide capital to develop those sources.**

Recommended actions:

- a. Continue new well development where possible.
- b. As the top priority of the City of Westminster, with respect to public utilities, develop water sources that provide long term as well as emergency water supplies.

**Goal 5: Provide for the treatment and disposal of septage and sludge which are generated in the County by individual and community sewerage systems and identify innovative methods of treatment and disposal.**

Recommended actions:

- a. Continue to provide for the future sewer system by including projects in the Capital Improvements Program.
- b. Monitor the available capacity of the sewage treatment plant so that expansions can be timed as needed.
- c. Consider the use of innovative methods of sewage treatment and disposal when expanding the public sewer system.
- d. Complete the Enhanced Nutrient Removal project at the Wastewater Treatment Plant.

## **COMMUNITY FACILITIES (CHAPTER 11)**

### **Goal 1: Encourage increased levels of recycling and resource conservation among City residents.**

Objectives and recommended actions:

1. Educate City residents regarding the importance of conserving resources and recycling materials.
  - a. Continue to mail an annual notice concerning recycling and solid waste collection in the City of Westminster.
  - b. Include the results of the Annual Recycling Report on the City's Home Page.
2. Investigate opportunities for recycling additional materials.
  - a. Become familiarized with current trends in recycling.
  - b. Coordinate with the hauler if additional recycling opportunities arise.

### **Goal 2: Encourage the provision of a quality education for Westminster students.**

Objectives and recommended actions:

1. Coordinate with various County agencies to plan for adequate school facilities and appropriate school locations.
  - a. Phase development plan approvals and the issuance of building permits with school availability.
  - b. Maintain communications with Board of Education staff.
  - c. Attend planning meetings of the Board of Education and provide input regarding the needs of the Westminster area.
2. Provide opportunities for students seeking to fulfill their community service hour requirements.
  - a. Consider development of a program to match Westminster government projects with interested students.

**Goal 3: Encourage the provision of child care in locations that are convenient to Westminster residents and employees.**

Objectives and recommended actions:

1. Encourage child care facilities in employment centers.
  - a. Distinguish between child care offered in a residential unit and day-care centers; and consider allowing day-care centers for more than eight children as special exceptions in residential zones.
2. Provide additional opportunities for child care facilities near residential areas.
  - a. Consider allowing day-care centers for more than eight children as special exceptions in residential zones.

**Goal 4: Coordinate activities with local libraries, as appropriate.**

Objectives and recommended actions:

1. Coordinate with library staff in regard to events in Westminster.
  - a. Notify library staff concerning the time and location of events .
  - b. Address the potential impact of events on the provision of library services.
2. Use library facilities to enhance communications with Westminster residents.
  - a. Make plans and other documents available for public review at the Westminster Branch of the library.
  - b. Provide the library with brochures and other information regarding City-sponsored events.

**Goal 5: Continue and expand programs which target the senior population of Westminster.**

Objectives and recommended actions:

1. Investigate additional opportunities for senior citizens to remain involved in community activities.
  - a. Encourage the appropriate entities to provide additional senior programs.
  - b. Develop recreation facilities that will target Westminster's senior population.

**Goal 6: Maintain adequate levels of public safety and emergency services.**

Objectives and recommended actions:

1. Maintain the current officer to population ratio in the City Police Department.
  - a. Increase the size of the police force as the City population increases.
2. Compile and analyze data which could be used to enhance City police protection.
  - a. Collect data regarding the time and location of incidents to help schedule police officers and target police protection.
  - b. Incorporate data into the City's developing Geographic Information System.
3. Support the provision of adequate jail capacity in Carroll County.
4. Continue to support the activities of the Westminster Volunteer Fire Company.
  - a. Continue to contribute to the Westminster Volunteer Fire Company.

**Goal 7: Encourage the provision of state-of-the-art communication facilities.**

Objectives and recommended actions:

1. Encourage the use of telecommunications to reduce commuter traffic.
  - a. Study and consider the creation of a telecommuting center in Westminster.
  - b. Clarify language in the Zoning Ordinance to address this type of home office.
2. Develop provisions for siting telecommunications facilities.
  - a. Research innovative ways to site telecommunications facilities.
  - b. Develop regulations for the siting of telecommunications facilities.
  - c. Emphasize the aesthetics of siting telecommunications facilities through the camouflage of facilities.
3. Pursue an agreement with a telecommunications company which will install fiber optic cable throughout the City.
  - a. Contact existing providers regarding the potential for an expansion of services.
  - b. Establish geographic priorities for the provision of fiber optic cable in Westminster.

**Goal 8: Expand government provided facilities as necessary to adequately serve City residents.**

Objectives and recommended actions:

1. Support the implementation of the goals and objectives in the chapters which address government provided facilities.
  - a. Complete the actions that implement these goals and objectives.
2. Encourage the provision of adequate county, state, and federal services in the Westminster area.

- a. Coordinate with other jurisdictions to provide services that are needed in Westminster.

**Goal 9: Provide recreational opportunities that meet the needs of Westminster residents of all ages and abilities.**

Objectives and recommended actions:

1. Continue to develop a linear park in Westminster.
  - a. Explore grant opportunities for the funding of a linear park.
  - b. Plan for extensions to existing or planned linear parks.
2. Investigate additional opportunities for recreation for senior citizens.
  - a. Encourage the appropriate entities to provide additional senior programs.
  - b. Develop recreation facilities that will target Westminster's senior population.
3. Investigate opportunities for recreation for disabled citizens.
  - a. Encourage the appropriate entities to provide additional programs for disabled citizens.
  - b. Develop recreation facilities that will target Westminster's disabled population.
4. Explore recreational opportunities that do not currently exist in Westminster.
  - a. Determine the level of need for additional recreational opportunities and the issues related to particular types of activities.
5. Coordinate recreation and educational opportunities as appropriate.
  - a. Continue with the development of the Fenby Farm Quarry and Lime Kiln Park.
  - b. Encourage the coordination of historical house and business tours.

- c. Develop other opportunities to combine recreation with education.
- 6. Investigate and consider providing facilities for the recreational needs of teenagers which are not currently being met.
  - a. Expand existing recreational opportunities for teenagers.
  - b. Provide recreational activities for teenagers other than organized team sports.

**Goal 10: Encourage cultural activities in Westminster.**

Objectives and recommended actions:

- 1. Continue to provide City-sponsored cultural events.
  - a. Enhance events such as the Flower and Jazz Festival, a Month of Sundays concert series, and historic walking tours.
- 2. Continue to coordinate events with the Carroll County Arts Council.
  - a. Enhance the Art in the Park event.
  - b. Explore opportunities for further coordination with the Carroll County Arts Council.
- 3. Establish working relationships with organizations which support cultural events.
  - a. Coordinate with such organizations so that events can be advertised on the City's Home Page and an appropriate level of police protection can be made available.
  - b. Encourage the promotion of Westminster's downtown commercial area during cultural events.
- 4. Explore additional opportunities to enhance the arts in Westminster.
  - a. Provide additional cultural events as appropriate.

## **GROWTH MANAGEMENT (CHAPTER 12)**

### **Goals and Objectives**

#### **Goal 1: Coordinate existing regulatory mechanisms with the desired extent of growth in the Westminster Community Planning Area.**

Objectives and recommended actions:

1. Designate areas for future annexation into the City of Westminster.
  - a. Focus proposed annexations on lands for commercial and industrial development.
  - b. Coordinate annexation efforts with Carroll County.
  - c. Ensure that annexation occurs in-step with the need projected by future demand.
2. Determine appropriate density levels for development in Westminster.
  - a. Consider the locations of natural resources.
  - b. Coordinate the Zoning Ordinance, Water and Sewer Master Plan, and other documents with desired development densities.
3. Coordinate with Carroll County to develop a logical growth area.
  - a. Establish a growth area boundary.
  - b. Modify the Community Planning Area as appropriate.
  - c. Review the development process and regulations in order to determine methods of streamlining the process.

#### **Goal 2: Improve existing growth management tools.**

Objectives:

1. Review and revise, as appropriate, the City's policy for adequate public facilities, in order to address the interjurisdictional nature of schools, emergency services, and roads for the prevention of future problems posed by potential facility inadequacies.

- a. Adopt guidelines for use by City officials when reviewing development plans.
  - b. Address the issue of facilities that are provided by another jurisdiction, but impact local decision-making.
  - c. Coordinate these efforts with Carroll County.
2. Continue to coordinate the six-year *Capital Improvements Program* with expected and planned growth.
  - a. Continue to limit the number of building permits issued to a single developer to 50 permits per calendar year.
  - b. Continue to monitor the timing and provision of public facilities.
3. Consider growth management during review of proposed amendments to the *Carroll County Master Plan for Water and Sewerage*.
  - a. Limit expansions of the water and sewer service areas when such expansions would result in sprawl development.
  - b. Expand the water and sewer service area only to those parcels of land that would result in an organized development pattern.
4. Revise the Land Use and Development Ordinance as necessary to accommodate the desired level of growth.
  - a. Consider the adoption of a zoning district where townhouses and multi-family dwellings would be permitted as of right.
  - b. Adjust the permitted uses and densities for all Zoning Districts in order to achieve the desired type and density of development.
  - c. Re-zone appropriate parcels to the Mixed Use Infill Zone.

## **INTERJURISDICTIONAL COORDINATION (CHAPTER 13)**

### **Goal 1: Enhance interjurisdictional coordination with Carroll County.**

Objectives and recommended actions:

1. Develop and implement strategies and methods to improve the areas of coordination outlined by the Town/County Agreement, particularly in the areas of growth and development due to the City's status as a Priority Funding Area.
  - a. Review the Town/County Agreement in coordination with the other municipalities in the County, and update the agreement as necessary.
2. Continue coordination of activities with the Carroll County Department of Planning.
  - a. Coordinate with Carroll County through the joint liaison planner as the County prepares and completes the Westminster Environs Community Comprehensive Plan.
  - b. Continue to cooperate with the County in regard to updates of the Carroll County Master Plan for Water and Sewerage.
  - c. Enlist the support of the Carroll County Bureau of Water Resource Management to identify water resources for increased water capacity in the Westminster area.
  - d. Jointly revise development review procedures in collaboration with the Carroll County Bureau of Planning and Development Review to streamline the joint subdivision review process between the City and County, to reduce the cost of developing new housing in and around the City of Westminster.
  - e. Discourage expansion of non-residential zoning outside of the planned water and sewer service area.
  - f. Support the County in the development and implementation of a County Adequate Public Facilities Ordinance.
  - g. Explore opportunities for further regional cooperation and coordination.

3. Enhance or establish working relationships with other Carroll County governmental agencies, including Transportation, Economic Development, School Facilities, Geographic Information Systems, and the Health Department.
  - a. Establish contacts with key agencies and maintain close communications with these staff in regard to Westminster area projects or policies.

**Goal 2: Enhance interjurisdictional coordination with the State of Maryland.**

Objectives:

1. Continue and enhance the working relationship with the State Department of Transportation in regard to road improvements, road access, and alternative modes of transportation.
  - a. Improve communications in regard to decision-making that could impact both the state and local jurisdiction.
  - b. Explore opportunities to provide transit service to Westminster area residents.
  - c. Continue joint planning for reconstruction of State highways in the Westminster area.
2. Continue and enhance the working relationship with the Department of Housing and Community Development to improve housing options, rehabilitate older sections of the City, and preserve the City's historic resources.
  - a. Work closely with State government staff so that local grant applications and projects correspond to the goals of the State Department of Housing and Community Development.
  - b. Participate in training sessions offered by the State Department of Housing and Community Development.
3. Continue and enhance the working relationship with the Maryland Office of Planning in regard to planning practices and data.

- a. Stay familiar with Maryland Office of Planning Publications and provide feedback on the content and utility of such publications.
  - b. Maintain a current version of Maryland Property View and report errors to the appropriate agencies.
- 4. Identify opportunities to involve other State agencies in projects and initiatives that will meet existing and future needs of City residents.
  - a. Keep informed of new State initiatives and funding sources relevant to the City's needs.

**Goal 3: Enhance coordination with other public and private entities.**

Objectives:

- 1. Enhance coordination with other municipalities in Maryland.
  - a. Continue participation in the Maryland Municipal League.
  - b. Promote sharing of information between municipalities to avoid duplication of effort.
- 2. Coordinate with McDaniel College in regard to the development of the College's campus and the surrounding area.
  - a. Maintain communications with College officials, so that both the City and the College are aware of the other's projects and plans.
  - b. Work closely with the College when development plans for College facilities are under review.
- 3. Support the goals and objectives in Chapter 11, Community Facilities, and Chapter 5, Economic Development, which address coordination with other local organizations.

## **Funding Mechanisms**

The primary funding mechanisms for completing the recommended actions and for achieving the plan's visions, goals, and objectives, are the City of Westminster budget, grants and other State funding programs, bonds, County revenue sharing, and private funding sources such as developer-funded improvements.

It will first be necessary to establish the priority of projects included in the action plan. The highest priority projects can then be included in the Capital Improvements Program as funding permits or be completed by staff as time becomes available. Other projects will be completed through the acquisition of grant funding, particularly for recreation facilities and economic development and housing initiatives. Bonding will likely become necessary for some larger infrastructure projects, such as expansions to the water and sewer systems.

## **Additional Actions**

While the action plan outlined above will do much to achieve the goals and objectives of the City of Westminster Comprehensive Plan, it is recognized that there are other activities and programs that could also further the goals of the Plan. These actions should be evaluated, and if appropriate, implemented to meet the City's goals.